

## **A Plan for CSUN Equity Increases**

by

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CSUN faculty have experienced many years without raises. Faculty workload has increased in measurable ways:

- SFR has risen, publications and external funding have increased
- New certificate and graduate programs have been developed
- Community and international partnerships have multiplied
- Many faculty members continue to learn how to use new technology and have redesigned courses
- Faculty have revised curriculum and participate in Executive Ordered Mandatory Early Start
- Faculty create graduation plans and engage in mentoring and advising efforts
- Faculty supervise student research projects and internships
- Many faculty chairs have and continue to carry heavy administrative loads

Additional work has not been met with additional financial reward. Management has conveyed very little sense of positive recognition of the faculty's increased work effort under difficult work conditions. Workload and the cost of living have increased, but salaries have not. It is now time to think about new policies promoting academics and the Graduation Initiative. In order to achieve desired results, it is time to think about instruction and instructors. Many CSUN faculty members are underpaid and morale is very low. Lower productivity will result as low morale deepens.

CFA and the CSU agreed has set aside \$300,000 for equity pay at CSUN to distribute 2012 - 2013. Unfortunately, we fear that this money is not sufficient to adequately address the equity problem. Hundreds of faculty are underpaid and problematic structural issues will not be addressed. We appeal to campus presidents to approve equity increases.

There has been some talk about providing systemwide general salary increase at CSUN. We caution against this action. Any attempt at solving equity issues must be done in a transparent manner. A general increase only widens the equity gap as it rewards the higher paid employees with more dollars and gives very little to those who are underpaid. It does nothing to address inequity.

### **Campus President's Authority to Grant Equity Increase: Article 31.10**

The President may establish an equity increase program for fiscal year 2012/13 and/or 2013/14. The President shall determine the amount of funds, if any, to be devoted to the equity program in either year, and the effective date of any such equity increases. Rehired annuitants, including participants in the Faculty Early Retirement Program, shall not be eligible for an equity award under this program.

CSUN salaries are towards the top of the bottom third of all CSU campus average instructional salaries:

- In 2011, the CSUN average full professor salary was \$2,840 below CSU average.
- CSUN average associate professor salary was \$1,136 below CSU average, but here even the systemwide average was very low.
- CSUN average assistant professors were given \$65 above the CSU average for assistant professor. We suggest no change to this group's salary at this time.

CSUN associate and some full professors make almost the same as assistant professors. It is time to address inversion and compression salary issues which have created inequities in salary that are solely based on the year hired.

There are also internal inequities within departments and colleges which can be addressed by setting a minimum wage designed to first remove the internal inequity within the colleges. The deans, in consultation with a committee, could establish a minimum wage by looking at the average or the funding for the last five most recent colleges hires or the smallest salary given to new faculty in the last hiring season. Associates professors should receive a minimum of 8-10% above the average of those recent college hires. A full professor should receive another minimum of 8-10% above that.

**Therefore, we propose to study the CSUN equity problem.**

**At present we estimate that as much as \$2.5 million may need to be set aside for additional instructional salaries to achieve equity, just for tenured faculty.**

The estimate is based on number of positions and the salary required to bring the CSUN average up to the CSUN average (because CSUN professors have at least average in competence and work load and should be compensated at least up to the average systemwide). However, the details are supported by data which is not publicly available.

## CSUN Financial Resources 6/2007-6/2012

Let's review the CSUN surpluses in the 6 years:

\$30 million 6/2012  
 \$31 million 6/2011  
 \$49 million 6/2010  
 -\$25 million 6/2009  
 \$10 million 6/2008  
 \$10 million 6/2007

We achieved savings in large part due to relatively low labor costs.

Source <http://www-admn.csun.edu/financials>

### 2011-12 General Fund Allocation Ranked by Campus

Campus	General Fund \$ 2011	Rank
San Diego	133,941,246	1
Long Beach	131,395,036	2
<b>Northridge</b>	<b>131,345,346</b>	<b>3</b>
Fullerton	116,085,961	4
San Francisco	111,787,439	5
Sacramento	107,426,677	6

### 2011-12 Tuition Fee Revenue and Other Revenue Ranked by Campus

Campus	Tuition Fee \$	Rank	Campus	Other Fees	Rank
Fullerton	182,144,148	1	San Diego	34,698,627	1
<b>Northridge</b>	<b>179,465,000</b>	<b>2</b>	San Luis Obispo	32,459,000	2
Long Beach	177,063,000	3	<b>Northridge</b>	<b>30,475,784</b>	<b>3</b>
San Diego	159,073,000	4	San Francisco	30,303,377	4
San Francisco	149,100,000	5	Long Beach	29,391,500	5
San Jose	142,479,300	6	San Jose	24,223,800	6
Sacramento	136,490,500	7	Fullerton	22,937,849	7

### Expenses as Percent of Operating Cost

	Jun-07	Jun-08	Jun-09	Jun-10	Jun-11	Jun-12
Research	0.5	0.8	0.5	0.9	0.7	0.7
Public Safety	0.5	0.4	0.4	0.3	0.4	0.3
Academic Support	8.6	8.6	9	8.1	9.5	9.4
Student Services	11.6	12	11.7	13.1	12.5	13.1
Student grants / Scholarships	10.7	9.7	10.3	14.4	17	15.5
Institution Support	9.3	9.6	8.4	8.4	8.4	8.3
Operation/Maintenance	8.5	7.8	9.7	7.9	7.4	7
Auxiliary Enterprise	5.6	6	6.8	5.2	4.2	4
Depreciation/Amortization	5.2	4.7	4.8	5.3	5.3	6.1
<b>Tenure/Tenure Track Salary</b>	<b>13.9</b>	<b>14.1</b>	<b>14.1</b>	<b>13.4</b>	<b>12</b>	<b>13.4</b>
Other Instructional Costs	19.3	21.3	17.2	17.2	16.9	16.9
<b>Part-time Instructor Salary</b>	<b>6.2</b>	<b>4.8</b>	<b>6.4</b>	<b>5.8</b>	<b>5.7</b>	<b>5.3</b>

We note that

- 1. Faculty salary has declined as a percent of our expenses.** Instruction received 40.2% of the budget in AY 2007-2008 and only 35.6% in AY 2011-2012.
- 2. Faculty have a heavy workload and are underpaid.**

We note the CSUN has large **enrollment**, measured by both headcount and FTE. The Fall 2011 Headcount was 36,911 and FTES was 29,670 up from Headcount 35,272 and FTES and 27,436 in Fall 2010. (source CSUN College Profiles)

**All Faculty Members Detailed Information Headcount by Academic Rank**

	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011
Professor	351	340	340	338	357	373
Associate Professor	181	209	227	234	212	206
<i>Subtotal</i>	532	549	567	572	569	579
Assistant Professor	213	207	196	163	134	184
Lecturer	1,164	1,185	1,198	1,124	1,121	1,167
<b>Grand Total</b>	1,909	1,941	1,961	1,859	1,824	1,930

	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011
Professor	18.4%	17.5%	17.3%	18.2%	19.6%	19.3%
Associate Professor	9.5%	10.8%	11.6%	12.6%	11.6%	10.7%
<i>Subtotal</i>	27.9%	28.3%	28.9%	30.8%	31.2%	30.0%
Assistant Professor	11.2%	10.7%	10.0%	8.8%	7.3%	9.5%
Lecturer	61.0%	61.1%	61.1%	60.5%	61.5%	60.5%
<b>Grand Total</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**CSUN faculty have a heavy teaching load. The average section size (Regular Only)**

Headcount	F 2000	F 2006	F 2007	F 2008	F 2009	F 2010	F 2011	F 2012
Lower	29	33	34	34	34	35	35	35
Upper	26	31	31	31	31	32	33	33
Graduate	17	17	17	17	18	17	16	16
Mean	28	32	32	32	32	34	34	34

FTES	F 2000	F 2006	F 2007	F 2008	F 2009	F 2010	F 2011	F 2012
Lower	5.2	5.8	5.9	6.0	6.0	6.3	6.1	6.1
Upper	4.8	5.6	5.5	5.5	5.7	5.9	6.0	6.0
Graduate	3.3	3.8	3.8	3.8	3.8	3.6	3.6	3.6
Mean	4.3	4.8	4.9	4.9	4.9	5.0	4.9	4.8

(Data from CSUN Institutional Research)

There are 23 CSU campuses. Using 2011 IPEDS average instructional salary data, we rank CSUN salaries with other CSU campuses. The rank is a number from 1 to 23 where 1 is highest paid faculty and 23 is the lowest paid faculty.

Professor: \$91511, rank 17

Associate Professor: \$ 74427, rank 14

Assistant Professor: \$66951, rank 10

Average Lecturer: \$54453, rank 18

2010 CSUN average salary for instructional staff were:

Professor \$93876, rank 17

Associate prof \$72672, rank 17

Assistant prof \$63019, rank 18

Lecturer \$57130, rank 16

## **2007- 2010 Equity Programs: Case study of three large urban campuses**

**Article 31.23** The President may grant a salary adjustment to a tenured or probationary faculty unit employee to address *equity* conditions; Application submitted through department chair; lag documented; Peer reviewed; Decisions not subject to grievance. Three campuses faced significant growth, extensive hiring, extreme cost of living issues. Here are their plans:

§Cal State Northridge (4th largest)

Applicants competed for central pool of resources (about \$200,000); Well-defined criteria, conservative approach; Focus on assistant and new associate professors; Addressed salary compression and inversion; Used promotion increases to correct problems.

§Cal State Fullerton (3rd largest)

Issued calls for proposals (over 400 applications in two cycles); Looked for individuals with largest lags (10- 15%); Most awards to assistant professors, some to associates; Most senior faculty not included.

§Cal State Long Beach (2nd largest)

Equity largely for "squeaky wheels" until 2006; Some Deans addressed salary lags at promotion; In 2006, Deans developed common approach: established target "floor" salaries by ranks that provided some relief for worst cases; Plan not fully implemented when budget picture became less positive; Two colleges (Natural Sciences, Education) followed through on plan; Several other colleges just addressed worst cases.

### **Equity under the 2007-2010 Contract**

§Year one (of two) addresses assistant professors only

§Individuals must be making satisfactory progress toward tenure and promotion

§Not administratively burdensome

§Within system budget of \$7 million, including benefits costs

§Details developed by joint oversight committee

§Contract anticipates increases based on benchmark salaries by discipline group

§Also suggests experience stipends for those with most severe inequities

§Whatever was left could address "other" equity issues

§Negotiations were far trickier and time- consuming than anticipated

§Discipline benchmarks ultimately rejected (too many hairs to split)

§Both parties wanted to avoid taking the program to arbitration --motivated to compromise

§Negotiations were based on key principles including:

To benefit as many individuals as possible without doing harm; Use SSI maximum as global benchmark for lowest paid faculty members; Recognize inversion and compression in higher-paid disciplines; Ease of implementation; Make it as simple as possible (but no simpler)

### **What actually happened...**

§CSU is in process of implementing year one

§Eligible assistant professors will be reviewed for: Hire Date Awards and Benchmark Awards

§Just over half of assistant professors will receive a base salary increase

§Most awards to faculty hired prior to fall 2005

§A subset of faculty will receive a one-time stipend of \$1,000 (many of these will not receive a base adjustment)

**The Outcome** – raises up to \$4000 for Assistant Professors, Assistant Librarians, Student Services Professional, Academic Coaching Specialist; Program was designed for aggregate effect; thus not every individual problem was solved; Some concern on campuses over why better- paid faculty, in some cases, received more money than some lower-paid faculty. (source *Salary Equity in the California State Univeristy System*, Margaret Merryfield, J of Collective Bargaining in the Academy, 2008.)

**Comparison of average salaries of full-time instructional staff equated to 9-month contracts, by academic year. Source 2011 IPEDS.**

<b>Northridge</b>	<b>Number of full time instructional faculty total</b>	<b>Average salary of full time instructional faculty total</b>
<b>All ranks</b>	850	77,354
<b>Professor</b>	347	91,511
<b>Associate</b>	204	74,427
<b>Assistant</b>	183	66,951
<b>Lecturer</b>	113	54,453

<b>Long Beach</b>		
<b>All ranks</b>	964	78,494
<b>Professor</b>	380	94,543
<b>Associate</b>	181	75,645
<b>Assistant</b>	194	68,482
<b>Lecturer</b>	205	60,013

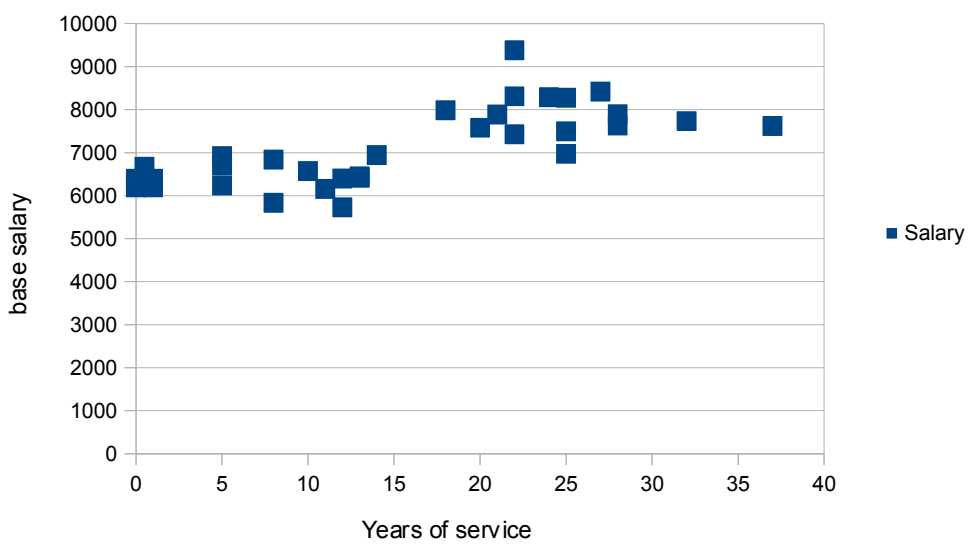
<b>Fullerton</b>		
<b>All ranks</b>	880	76,838
<b>Professor</b>	261	95,169
<b>Associate</b>	212	78,407
<b>Assistant</b>	225	69,984
<b>Lecturer</b>	182	57,195

<b>San Diego</b>		
<b>All ranks</b>	850	84,844
<b>Professor</b>	346	100,020
<b>Associate</b>	232	78,970
<b>Assistant</b>	131	72,883
<b>Lecturer</b>	128	61,213

<b>San Jose</b>		
<b>All ranks</b>	706	83,027
<b>Professor</b>	325	96,701
<b>Associate</b>	163	77,897
<b>Assistant</b>	125	70,093
<b>Lecturer</b>	90	58,856

**Math Department salary data** can be used as a model for the disparity in salaries based solely on years of service. This graph actually allows us to split the faculty into 3 groups:

Salary vs Years of service



Group I: 15 or more years of service:  
 average salary: \$7927; median salary: \$7886

Group II: 8 to 14 years of service:  
 average salary: \$6349.80; median salary \$6408

Group III: less than 8 years of service:  
 average salary: \$6441.56; median salary: \$6390

Within each group inequity exists as well, but it is not as pronounced as the inequity suffered by the middle group, whose average salary is below group III. This inequity is even more pronounced, as this is the group which carries, or will carry most of the responsibilities in the department. Group III will surpass this group through the process of promotion. If nothing is done this group will stay below every new hire in the future. Future general salary increases will not alleviate, but rather amplify this problem.

## **Request to Study CSUN Salaries**

1. Should CSUN instructional faculty receive at least average instructional salaries (by type of position) compared to CSU average salaries?
2. What is the cost of salary increases required to bring CSUN average instructional salaries up the CSU average instructional salaries?
3. Are CSUN faculty members, tenure and lecturers, paid less than those at comparable CSUs?
4. If so, why? Is the RTP process slower? Do salaries start lower? Are raises at promotion lower?
5. Does CSUN have a higher percent of equity cases than other campuses? Are the pay gaps larger?
6. Does CSUN have a higher percent of part-time to tenure/tenure track staff compared to like institutions?